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INNOVATIVE BEHAVIOR ON MILLENNIALS: ANTECEDENT PROACTIVE PERSONALITY AND TASK CONFLICT WITH MODERATING JOB AUTONOMY

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Abstract

The objective of this study is to examine the influence of proactive personality on innovative behavior with the mediating of task conflict and also moderating of job autonomy. This research sample is the whole millennial employees on the PT Pertamina Operational Marketing Regions East Java, amount 172 millennials employee. Data collected with online survey. The result of this is that proactive personality significantly influences innovative behavior and task conflict partially mediates also job autonomy lowered the relationship between proactive personality and task conflict. The study implication is that job autonomy has an important role for millennials to reduce task conflict.

Keywords: *proactive personality; task conflict; job autonomy; innovative behavior.*

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INTRODUCTION

Oil and gas industry currently has uncertainty, especially when encounter instability price and competitors. PT Pertamina as private sectors company has to make innovation in encountering global competition. Innovative behavior is an interesting topic along with technology development, globalization, intense competition between organizations. Organizations must create innovative ideas to maintain their markets (Baer, M., 2012). Employee innovative behavior is an important factor for organizational success in their dynamic business (Ramli, 2019a).

On the other hand, most of the workforce currently is millennials. They are a generation who were born around 1980 till 1994 (Levenson, 2010). They are categorized as millennials because they are closely related to the millennial era that is also digital

development (Kaifi, et al., 2012). The positive sides of this generation are that they have self-confident, can be trusted, optimistic (Kowske, et al., 2010), self-esteem, assertiveness (Deal, et al., 2010), focus on the achievement (Kaifi et al., 2012; Kowske et al., 2010) and find new opportunities (de Hauw & de Vos, 2010).

Millennials have an open mindset about new things, confident of getting opportunity and challenge (Mackey & Sisodia, 2012). Millennials will be easier to express innovative behavior than the previous generation — antecedent from innovative behavior is proactive personality (Giebels, et al., 2016). The previous study indicates that proactive dispositional positively related to idea generation (Giebels et al., 2016; Kim, et al., 2009). Proactive personality positive is related to innovation rate from a direct supervisor (Roopak et al., 2018). A proactive employee has more opportunity for identification, action, initiative indication, and maintenance that provide meaningful changes. A mentality of the millennials is always trying to be more proactive in organizations (de Hauw & de Vos, 2010). The difference between millennials and the previous generation is that millennials prefer meaningful works to salary (de Hauw & de Vos, 2010).

Task conflict will trigger creativity for millennials. Millennials are preferable to flexible working environments (Kaifi et al., 2012). Millennials have high self-confidence so that they are more appreciated if they give job autonomy. High job autonomy level enables millennial to decide how to do their tasks (Kong, et al., 2016). Job autonomy can reduce the appearance of disagreement among coworkers in the context of works so that it reduces task conflict among coworkers.

Study about task conflict on millennials is still rare to be examined. Millennials tend to have higher self-esteem and assertiveness than the previous generations. Millennials also have more ego and need achievement, so they are vulnerable to experience task conflict among their coworkers. For the previous generations, task conflict can be resistant to organizational success, but for millennials task conflict acts as a trigger to innovative behavior. Millennials will also be more confident if providing autonomy in working so that it can reduce task conflict which hurts the organizations. This study will help to begin to fill a gap in the literature related to task conflict which can be triggered innovative behavior on the millennials.

LITERATURE REVIEW

Innovative Behavior

Innovative behavior defined as a motive to create, introduce and implement new ideas at work for having a benefit to organization performance (Ramli, 2018), and implementation to changes has three stages behavior such as idea generation, idea promotion, and idea realization (De Jong & Den Hartog, 2010; Giebels et al., 2016). Idea generation relates to the concept of creating a transformation to improve (Kanter, 2009; Amabile, et al., 2011; Scott & Bruce, 2018). The next stage from the innovation process involves idea promotion. After employee creates an idea, an employee must be involved in the social activity to find a sponsor for implementing ideas (Giebels et al., 2016; Kanter, 2009). Championing a relevant aspect after idea generation. Championing includes behavior

related to finding the supports and building a coalition and negotiation (De Jong & Den Hartog, 2010). The end of the innovation process is an ideal realization to create prototype innovation models that can be implemented at works (Giebels et al., 2016; Kanter, 2009).

Proactive Personality

Proactive personality refers to individuals' disposition toward engaging in active role orientations, such as initiating change and influencing their environment (Kim, 2009). Individual who has been proactive has three key characteristics such as change orientation, self-starting and future focus (Parker et al., 2010). An employee who has been proactive prepares to the future outcome and takes action to gather resources to doing constructive change (Gong, et al., 2012). Individual involves in changes, so an individual has some belief to bring constructive changes.

Job Autonomy

Autonomy provides employee some experience and authority, gives an opportunity to achieve new skills and has new responsibility because it can have the freedom to control the work. Job autonomy and enrichment increase self-ability and support proactivity through flexible role. When an employee has an opportunity on decision making, an employee will develop authority to achieve goals, make the individual feels easier to change. Supervisor sees autonomy as the main dimension of job design (Belias, et al., 2015). Autonomy encourages employee to be creative and can be a risk-taker with implementation of their ideas or their plan (Belias et al., 2015).

Hypothesis Development

A proactive employee will tend to identify the opportunity and indicate initiative so he can provide the means of change. Millennials have a proactive personality because they have self-esteem, assertiveness (Deal et al., 2010) and orientation on achievement to do the best (Kaifi et al., 2012; Kowske et al., 2010). Innovative behavior is a motive to create and implement new ideas and change (De Jong & Den Hartog, 2010; Giebels et al., 2016). Millennials have an open mindset about new things, are confident of getting opportunity and challenge and will be easier to express innovative behavior than the previous generation (Mackey & Sisodia, 2012). Antecedent from innovative behavior is a proactive personality (Giebels, et al, 2016). Based on the relationship among variables, the hypothesis is:

H1: Proactive personality significantly influences innovative behavior

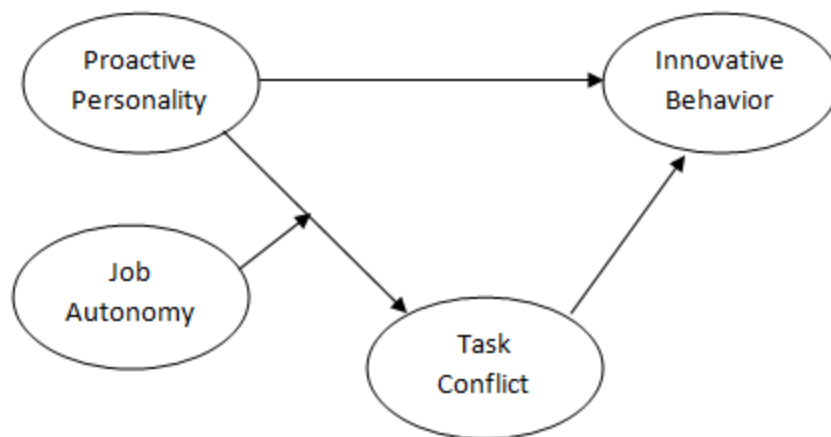


Figure 1
Conceptual Framework

The employees who are proactive, in this case millennials, can take action to influence their environments (Kim, 2009), and they may be experiencing task conflict with their coworkers because their coworkers do not always agree with the task changes. Task conflict on millennials is a motive to do the best. Millennials not only do proactive but also have self-esteem, assertiveness, and ego. This ego is easily getting task conflict among coworkers. This task conflict will be positively responded by millennials because they have high task achievement. Task conflict will trigger creativity in this generation. Task conflict becomes an opportunity for learning so that millennials will be more tolerant and maintain conformity at works. Thus, considering that proactive millennial employees are more assertive, have self-esteem, and generally, have approach instead of withdrawal tendencies, they prone more to meet opposite from coworkers when they take work-related action. Based on the relationship between variables, the hypothesis is:

H2: Proactive personality is significantly influenced by task conflict

There has been considerable debate as to whether conflict may be detrimental or beneficial for work-related comes (De Wit, et al., 2012; O'Neill, et al., 2013; Trudel & Reio, 2011). This debate has particularly concentrated on the role of task conflict. Task conflict can be providing negative effects (Trudel & Reio, 2011), but these different findings indicate that positive potency on task conflict has related to some conditions (Imran & Ramli, 2019), such as personality and the type of task (De Wit et al., 2012). Constructive conflict is commonly found in the context of innovative behavior (Chen, et al., 2012). An individual has proactive personality can be more initiative and tend to explore innovative ideas (Fuller & Marler, 2009). Task conflict will stimulate millennials to be proactive, and build a new idea in interaction with coworkers, and in the end it will produce acceptance with their coworkers (Puteri & Ramli, 2017). This is important because of the successful idea promotion, idea realization and idea generation, so that task conflict is beneficial for innovation. Based on the relationship between variables, the hypothesis is:

H3: Task conflicts significantly influenced to innovative behavior

Millennials are a focus on the achievement and not only do the best but also provide the best performance to achieve goals and aspirations and have high self-confident, like challenges (Kaifi et al., 2012; Long, 2017). Task conflict is related to many ideas and differences of opinion about a group task. It is also characterized as a functional conflict without negative emotions (O'Neill et al., 2013). Task conflict for millennials can result in feeling more energized, interested, and excited. It is indicated as positive emotions. This positive emotion can lead to increased innovative behavior. Millennials with proactive personality will take more initiative (Fuller & Marler, 2009). They have more possible to provide ideas related to the tasks as a part of innovative behavior. The level of task conflict on millennials with higher proactive can motivate them to innovative behavior. Based on the relationship between variables, the hypothesis is:

H4: Task conflict is mediating between proactive personality and innovative behavior

Job autonomy refers to the degree to which the task provides substantial freedom, independence, and discretion in scheduling the work (Belias et al., 2015). The higher level of Job autonomy makes millennials can decide how to do their tasks (Kong, et al., 2016). Job Autonomy makes millennials do not confront disagreement at task between coworkers. Millennials maybe not have sense any conflict among coworkers because they have authority to their own decision. Few studies determine direct relationship between job autonomy and innovation. This is caused by an autonomous employee who has autonomy at doing works, when and how he does, and this autonomy sense will increase self-efficacy (Sousa et al., 2012). On a higher level of autonomy, they will be proactive and lower the task conflict. On the high level of autonomy, the millennials employee will be more proactive in innovative behavior. Based on the relationship between variables, the hypothesis is:

H5: Job autonomy will be moderating between proactive personality and task conflict; job autonomy will be lowered them.

RESEARCH METHOD

Population for this research is employees who include millennials who were born around 1980-1994. The number of employees working at PT Pertamina Operational Marketing Region V on Surabaya is 180 employees. This research uses census method because all population becomes a sample. This research uses an online questionnaire from October 2018 until the end of January 2019; there are about 172 questionnaires which are collected. The questionnaire is about proactive personality, task conflict and job autonomy filled by the respondent while to prevent bias, the questionnaire about innovative behavior is filled by their supervisors of each respondent. Innovative behavior variable is measured by 10 items questions which have been developed by (De Jong & Den Hartog, 2010) such as idea exploration (findings the method, technique, new instrument in working), idea generation (providing solution with new ideas, using new approach), idea championing (can make change in workplace, can make sure their coworkers to support their creative ideas, can introduce innovative idea) and idea implementation (always developing new idea, implementing new ideas). Variable proactive personality is measured by using 7 items

questions from self-reported initiative (Jiang, W. & Gu, Q., 2015) such as self starting (needs to finishing problem in task, has an effort to search for solution if encountering problem in doing task), future-oriented (has an effort to have some initiative, proactive in a project), change-oriented (always searching for opportunity, working over normal standard, has an effort to find new idea). Variable task conflict is measured by using 3 items questions which have been developed by intragroup conflict items (Curşeu et al., 2012). Such as (personality, conflict, and emotional conflict, there is disagreement, different opinion). Variable job autonomy is measured by using 9 items questions which have been developed by (Sousa et al., 2012) such as work-scheduling autonomy (autonomy in deciding on working schedule, flow, and procedure). The research technique uses software Partial Least Square (PLS). Repondents are charaterictize as 59% male and 41% women, the length of work less than 5 years is 26%, and 74 % is more than five years. Therespondents who have an education are 24% diploma, 69% undergraduate and 7% master.

Table 1
Convergent Validity Test

Variable	Indicator	Loading Values	Result	Dimension	Loading Values	Result
Proactive Personality	SS1	0,89006	Valid	Self-Starting	0.83	Valid
	SS2	0,91840	Valid			
	FO1	0,88681	Valid	future-oriented	0.68	
	FO2	0,88540	Valid			
	CO1	0,80524	Valid	Change Oriented	0.91	
	CO2	0,80347	Valid			
	CO3	0,85216	Valid			
Job Autonomy	WSA1	0,95883	Valid	Work-Scheduling Autonomy	0.89	Valid
	WSA2	0,93026	Valid			
	WSA3	0,92546	Valid			
	DMA1	0,92548	Valid	Decision Making Autonomy	0.98	
	DMA2	0,85358	Valid			
	DMA3	0,89984	Valid			
	Task Conflict	WMA1	0,95578	Valid	Work Methods Autonomy	
WMA2		0,93703	Valid			
WMA3		0,92584	Valid			
TC1		0,86805	Valid			
TC2		0,79940	Valid			
TC3		0,83635	Valid			
IE1		0,94332	Valid			

Variable	Indicator	Loading Values	Result	Dimension	Loading Values	Result
Innovative Behavior	IE2	0,92206	Valid	Idea Exploration	0.98	Valid
	IE3	0,91532	Valid			
	IG1	0,95350	Valid	Idea Generation	0.97	
	IG2	0,95286	Valid			
	IC1	0,93542	Valid	Idea Championing	0.98	
	IC2	0,96048	Valid			
	IC3	0,96048	Valid			
	II1	0,97725	Valid	Idea	0.93	
	II2	0,97842	Valid	Implementa tion		

Table 2
Average Variance Extracted (AVE)

Variable	Dimension	AVE	Result
Proactive Personality	-	0.57	Valid
-	Self-Starting	0.82	Valid
-	Future Oriented	0.79	Valid
-	Change Oriented	0.67	Valid
Task Conflict	-	0.69	Valid
Job Autonomy	-	0.82	Valid
-	work scheduling	0.88	Valid
-	Decision-Making	0.80	Valid
-	Work Methods	0.88	Valid
Innovative Behavior	-	-	Valid
-	Idea Exploration	0.86	Valid
-	Idea Generation	0.91	Valid
-	Idea Championing	0.91	Valid
-	Idea Implementation	0.96	Valid

The analytical technique used is PLS, so there are two tests. The first sections are outer model test to test validity and reliability construct of this study. Indicators will be valid if they have loading factor values $>0,5$ and model has good construct validity because of their AVE value $>0,5$, the validity test result (see, Table 1 & 2). The reliability test result shows that all variables have reliability value $>0,7$ and Cronbach's alpha $>0,5$ (see, Table 3 & 4).

Table 3
Composite Reliability

Variable	Dimension	Composite Reliability	Result
Proactive Personality	-	0.90	Reliable
-	Self-starting	0.86	Reliable
-	Future-oriented	0.88	Reliable
-	Change-oriented	0.86	Reliable
Task Conflict	-	0.87	Reliable
Job Autonomy	-	0.96	Reliable
	Work Scheduling	0.96	Reliable
	Decision-Making	0.92	Reliable
	Work Methods	0.96	Reliable
Innovative Behavior	-	0.98	Reliable
-	Idea Exploration	0.95	Reliable
-	Idea Generation	0.95	Reliable
-	Idea	0.97	Reliable
	Championing		
-	Idea	0.98	Reliable
	Implementation		

Table 4
Cronbach's Alpha

Variable	Dimension	Cronbach's Alpha	Result
Proactive Personality	-	0.87	Reliable
-	Self-starting	0.78	Reliable
-	Future-oriented	0.73	Reliable
-	Change-oriented	0.76	Reliable
Task Conflict	-	0.78	Reliable
Job Autonomy	-	0.97	Reliable
	Work Scheduling	0.93	Reliable
	Decision-Making	0.87	Reliable
	Work Methods	0.93	Reliable
Innovative Behavior	-	0.98	Reliable
-	Idea Exploration	0.92	Reliable
-	Idea Generation	0.90	Reliable
-	Idea Championing	0.95	Reliable
-	Idea Implementation	0.95	Reliable

The second sections are the inner model test. They are predictive relevance and goodness of fit. Predictive relevance is used to measure how well the observation value is. Q-square value more than 0 indicates that it has predictive relevance. The goodness of fit is a fit test between

observation frequency and theoretical. The result indicates predictive relevance 0.6316 or 63,16% and the goodness of fit 0.56. (see, Table 5).

Table 5
Goodness of fit

Predictive Relevance	Goodness of fit
$Q^2 = 1 - (1 - R^2_1) \times (1 - R^2_2)$	Goodness of Fit = $\sqrt{AVE \times R^2}$
$= 1 - (1 - 0.389508) \times (1 - 0.396656)$	$= \sqrt{0.8145 \times 0.3930}$
$= 1 - (0.610492 \times 0.603344)$	
$= 1 - 0.36833669$	$= \sqrt{0.3202}$
$= 0.63166331$	$= 0.5658$

RESULTS AND DISCUSSION

The result of the inner model test can be figured as follow:

Table 6
Hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Proactive Personality->Innovative Behavior	0.46	0.43	0.12	0.12	3.84
Proactive Personality->Task Conflict	0.39	0.38	0.12	0.12	3.24
Task Conflict->Innovative Behavior	0.24	0.26	0.10	0.10	2.40
Proactive Personality* Job Autonomy->TaskConflict	- 0.26	0.25	0.13	0.13	2.03

The result indicates that all hypotheses are supported. This can be seen that all t statistics are greater than 1.96. Proactive personality significantly and positively influences Innovative behavior, proactive personality significantly and positively influences task conflict, and task conflict significantly and positively influence innovative behavior, then job autonomy lowered the relationship between proactive personality and task conflict.

The mentality of the millennials is to be more proactive in organizations (de Hauw & de Vos, 2010). Millennial employees with proactive personality will have a strong will to find the solution of working problem by thinking like there is no box. They are also future-oriented, focused on changes so that they are looking for opportunities to find new ideas. Millennial employees will explore their ideas, get initiative to find new method that may not be thought

by their coworkers. They like challenges and new ideas (Long, 2017), so the innovative behavior is by finding new methods at work, being creative and implementing ideas (Ramli, 2019b). This is common condition for Millennials employees. This study related to the previous study (Giebels et al., 2016) which states that there is a positive and significant relationship between proactive personality and innovative behavior.

Task conflict occurs when there is a different statement between groups about doing the task including the different point of view, idea, and opinion. A millennial employee who is proactive will firstly take the initiative before his coworkers, and this can emerge disagreement between employees so that it will be emerging conflict at the other works in the same or other division. A millennial employee who is proactive will be self-starting, future-oriented, change-oriented related to new ideas implementation at works. They will use opportunities to meet their performance standards, will emerge-conflict because of the implementation ideas. Task conflict encourages an employee to be more focused on how new ideas can make better the condition of organizations. This study proves that task conflict is related to positive results at works called innovative behavior. Task conflict simulates more range to solve organization problem and increases employee to provide some solutions. An employee must be fast and correct to create his new ideas, but innovative behavior has some consequences, conflict which is caused by works or task employee.

An employee who does not experience as conflict is not strong enough to maintain his ideas because innovation comes from planning and effectively introducing new changes to the organizations. Even in doing the task mostly he has some disagreement with other employees, but the millennial employee will provide some effort to persuade their coworkers to support their innovative idea. An employee will bring changes that make his coworkers enthusiastic about supporting his innovative idea even it emerges conflict. These findings are the same as the previous research states that task conflicts significance influenced innovative behavior (Giebels et al., 2016). The relationship between the three variables is partially mediating. Proactive personality influence innovative behavior and task conflict are mediating the relationship between proactive personality and innovative behavior. The company can achieve its objectives with all units in the organizations to be proactive at works and how to make each employee has the same condition to achieving his objectives. An employee who is proactive will learn new things to develop the company, and he will have more ideas to be implemented in the organizations. More often, task conflict perceived by an employee can help him to maintain his ideas so that they can be implemented. Related with this research, (Giebels et al., 2016) also describes that proactive personality is influenced by employee innovation level through task conflict.

The company provides autonomy on an employee at works with an expectation that employee will work better. An employee will be free to explore his ability, skills, knowledge in doing their task. Autonomy can influence employee behavior to be creative and take the risk to implement his ideas or plans. So that employee can be proactive in the work environment, especially with co-workers and conflict at work can be reduced. An employee with autonomy will have work-scheduling, decision-making, and work methods. At this condition, the interaction among employees will decrease because of their different autonomy. Job autonomy will lower confronting disagreement among coworkers at works. The employees

may not perceive-conflict because they have their authority to decide by themselves. This study proves that job autonomy can reduce task conflict among millennial employees who are proactive. The more autonomy the employees have at work, the more rarely they perceive task conflict. When employees are proactive at works on the environment with lower autonomy to decide when and how they do their works, and this proactive condition can be increasing task conflict with co-workers (Giebels et al., 2016).

CONCLUSION

The result of this study proves that all hypotheses are supported. Proactive personality significantly influences task conflict and innovative behavior. Task conflict is significantly influenced innovative behavior, and job autonomy moderates the relationship between proactive personality and task conflict.

IMPLICATION

Theoretical Implication from this study is that millennial employees have elf-esteem and assertiveness (Deal et al., 2010). They also have some best performance and achievement (Kaifi et al., 2012; Kowske et al., 2010). Millennials must is more proactive in organizations (de Hauw & de Vos, 2010) so that they can influence innovation behavior. This study has proven that proactive personality significantly influences innovative behavior as what is found by Giebels (Giebels et al. 2016). Proactive personality significantly and positively influences task conflict because task conflict will stimulate more range to solve organizations problem and increassee solution for the employee. More often task conflict is perceived by a millennial employee, so it will help them to maintain their ideas so that it can be implemented. This study is related to the study by (Giebels et al., 2016).

It is proven that proactive personality is influenced by employee innovation level through Task Conflict. Job autonomy will provide millennial employee in work-scheduling, decision-making, and work methods. At this condition, the interaction among millennial employees will decrease so that that task conflict can be avoided. Practical implications from the study are millennial employee must be provided with job autonomy because they are happier if their works are meaningful. They must also be provided opportunity to self-development. They are also easily triggered by intrapersonal conflicts and other job conflicts. They assume that they must do at their best performance so that job conflict will be a motivator for them to achieve the best performance.

LIMITATIONS AND SUGGESTIONS

This study is only for the millennial employees in Pertamina, so it will be difficult to be generalized. It is suggested for the next researches to add more objects and research sample.

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